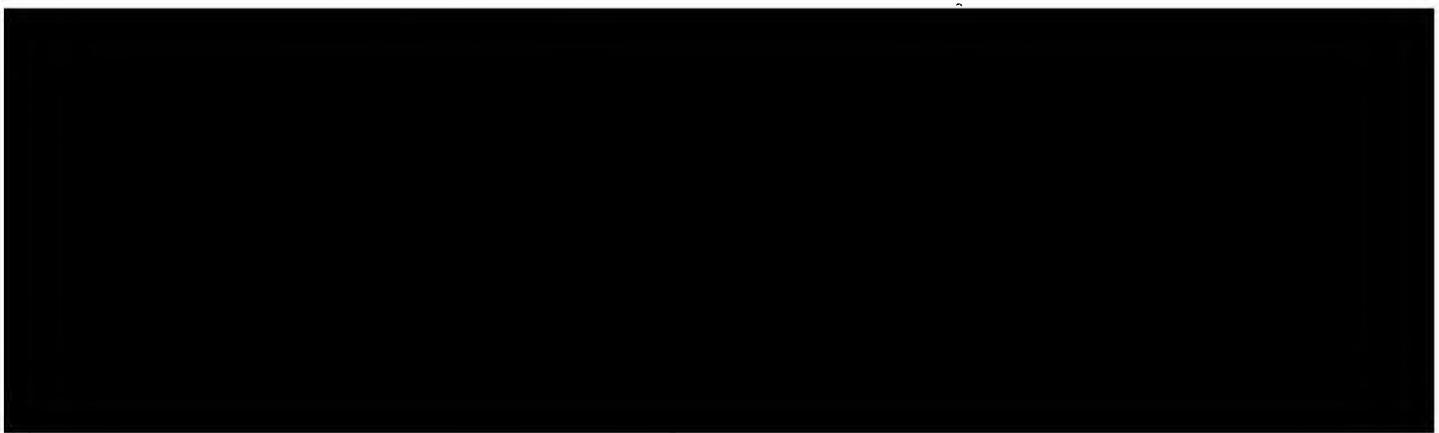


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10 June 1970

MEMORANDUM FOR: [REDACTED]

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SUBJECT : Statistics on OTR's Training: FYs 68, 69 and 70

1. The statistics on OTR's workload, without consideration of the quality of training -- and its recent redirection -- are misleading. Hindsight provides a clear indication that the quality of our training was less than ideal in Fiscal Years 67 and 68, when CT Classes of 90 were not uncommon and Operations Familiarization courses, for example, were run back-to-back with 100 to 120 in each running -- far too many for the most effective training, as I discovered from one discussion after another with CTs of that period.

2. Now that the number of CTs will be small enough, we must press forward with the intention to make all the best aspects of CT training available to all people in the Outfit who need it, regardless of their status. We are already beginning to take more non-CTs into the CT courses and will have time to publicize the fact and make it clear that the extensive training provided to CTs (because they were on our rolls and we could see to it that they got the training) is now available to anyone else who needs it.

3. The day of the long routine courses for large numbers of people, regardless of the appropriateness of their assignment, is over. We will have smaller classes, and we are headed in the direction of tutorial fashioning of officers for their specific assignments. To illustrate, at the request of the WH Division, OTR is going to give special training in the use of weapons to very small groups or if required, to singletons. Risk-of-capture training now has high priority; again, to be given tutorially or to small groups. Presently there are 20 officers from [REDACTED] being trained, [REDACTED] in tradecraft -- only a beginning of new requirements [REDACTED] is levying on OTR.

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a. Advanced Operations Course is another example of a new need to retrain or update the skills of the middle-grade operations officer -- and in smaller groupings. Courses such as the Soviet Bloc and European Operations, which came into being due to the recognition of a need for specific training for a specific area and target activity, will impose an increased workload on OTR as the instructional staff develops greater capability to redirect the courses along functional lines rather than organizationally -- as they are presently designed. There is no doubt that the variety and recurrence of special courses for small numbers of people will continue and almost certainly grow. OTR must then keep instructional capabilities available at all times.

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for **HUGH T. CUNNINGHAM**
Director of Training

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